Governance Implementation and Migration Planning Team

Project Initiative 1. Statewide Technology Governance Board

December 7, 2004



Discussion Overview

Impetus for the study (House File 534):

- The Legislature is looking for Value from Information Technology investments, to be more responsive, and cost effective by asking...
 - How can investments in technology add Maximum Value to the State?
 - How can we increase cost effectiveness on a statewide basis?
 - How can we provide a greater focus on the core mission of the State?
 - How can we effectively manage Scarce Resources and improve service delivery?
- An 'Impact Assessment' was conducted across a framework of three performance levels: Process, Technology, and Organization

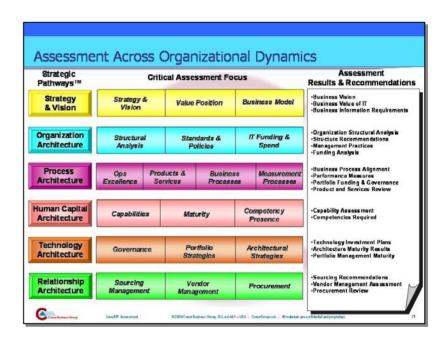


Organizational Assessment Model

Identifying the State's IT Operations

- Value of IT to the State
- Increase Effectiveness
- Leverage Assets and Resources
- Define Maturity of Infrastructure
- Scorecards & Measures
- Generate and Capture Value
- Portfolio Management Capability
- Governance Methods/Processes
- Transformation Capabilities
- Collaboration & Innovation
- Credibility and Dependency

Assessment Pathways





Iowa Common Business Drivers

- 1. Security
 - 1. User access
 - 2. Homeland Security
 - 3. Intrusion Detection
- 2. Data Management
 - 1. Integrity
 - 2. Accessibility
 - 3. Storage
- 3. Regulatory
 - 1. Compliance
 - 2. Federal /State Programs

- 4. Cost Management
 - 1. Effectiveness/Efficiencies
 - 2. Avoidance
- 5. Service Delivery
 - 1. Problem Management
 - 2. Change Management
 - 3. Service Level Agreements
- 6. Business/Constituent Alignment
 - 1. Funding Process
 - 2. Constituency Alignment
 - 3. Strategic Focus



Implementation and Migration Planning

Key Recommendations

Process Improvements

- Technology Governance
- Statewide Enterprise Architecture Steering Committee
- Enterprise Portfolio Management Office
- Centralized Sourcing and Procurement

Program Initiatives

- Leverage Common Statewide Infrastructure
- Data Center Consolidation
- Hardware Lifecycle Program
- Application Inventory and Consolidation



The Assignment

Transform the Strategic Initiative as defined by the Enterprise Infrastructure and Personnel (EIP) Assessment Final Report into activities for defining steps of implementation.

- How can investments in technology add maximum value to the State?
- How can we increase cost effectiveness on a statewide basis?
- How can we provide a greater focus on the core mission of the State?
- How can we effectively manage scarce resources and improve service delivery?



Agenda

Project Launch Workshop December 7 th		
Time	Agenda Item	Assignment
1:30 – 1:45	introductions	Coeur Group
1:45 – 2:00	Presentation	All
2:00 – 2:15	Team Norms	Coeur Group
2:15 – 2:20	Team Chair	All
2:20 – 2:45	Team Mission	Chair – All
2:45 – 3:00	Break	All
3:00 – 4:15	Activity Workshop	All
4:15 – 4:30	Wrap up and Next Steps	Chair and Coeur Group



Team Norms

- Act as colleagues
- Distribution List Chair
- Spirit of brainstorming
- Spirit of inquiry
- Develop a deeper, broader sense of unity
- Stay on topic Parking Lot Issues



Team Chair

Nominate/Select a Team Chair

- 1. Collaborate on weekly status report
- 2. Coordinate Team activities
- 3. Act as a spokesperson for the group
- 4. Liaison to Iowa Project Management (Wes Hunsberger)
- 5. Responsible for joint presentations



Team Deliverables by January 11, 2005



Conduct workshops

- Thursday December 9 launch project, including:
 Understand recommendation

 - Select team chair
 - Write team mission
 - Identify key activities required to implement the recommendation
 - Wrap-up with weekly progress message
- Thursday December 16 "flesh out" activities, considering:
 - Risk, impediments, event horizon, culture, implementation cost, etc.
- Tuesday December 21 draft presentation package
- Tuesday January 11 complete presentation package
- Develop key activities plan and framework for recommendations
- Create a presentation package for Governor Vilsack describing the recommended course of action



The Recommendation

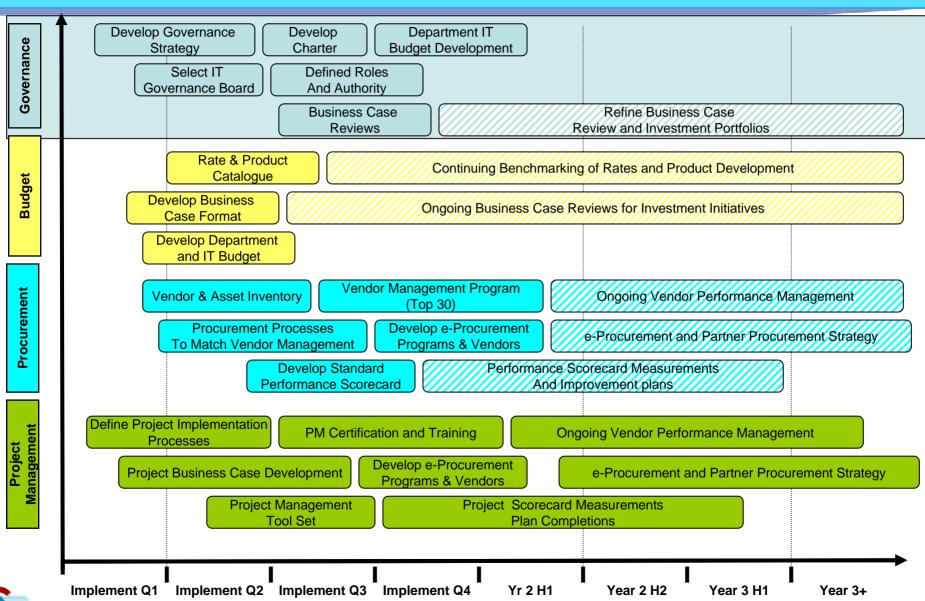


Technology Investment Governance Board

1. Establish A Technology Governance Board (TGB) to evaluate and prioritize statewide IT spending and project requests: There is currently no clear, consistent methodology to evaluate the merits of information technology projects on a statewide basis. We recommend a board with specific statewide authority for all new Information Technology initiatives (projects) desired by all Executive Branch Departments and a more formal business case review process and measurements than the current Information Technology Council.



Process Transition Overview



Organization Transition Plan- Overview

Establish Office Establish IT Value Based Establish Architecture of CIO Ongoing Governance Process **Management Process** Governance Establish IT Policy and Standard Operation Procedures Processes Establish Management Framework Implement "Best Practices" Enterprise Wide **Product Development** Organizational Benchmarking of Rates and Product Development **Develop Business Business Case Management Training Acumen Skills** Vendor Management Program Ongoing Vendor Performance Management Skills Inventory (Top 30) Client Relationship Management **Develop Communication Tools** Private Sector Partner and Relationship Program **Development and Assignment** and Processes **Develop Standard** Performance Scorecard Measurements Client Satisfaction Survey And Improvement Plans Define Value Performance **Develop Vendor Sourcing** Management Criteria Strategy Define Vendor Review all IT Vendors and Categorize into Commodity, Preferred or Strategic Performance Measures Establish IT Performance Conduct Vendor Performance Measure and Track Committed Value Measures and Scorecards **Expectations Reviews with Purchasing** against Actual Value Generation **Implement Q1 Implement Q2** Implement Q3 Implement Q4 Yr 2 H1 Year 2 H2 Year 3 H1 Year 3+



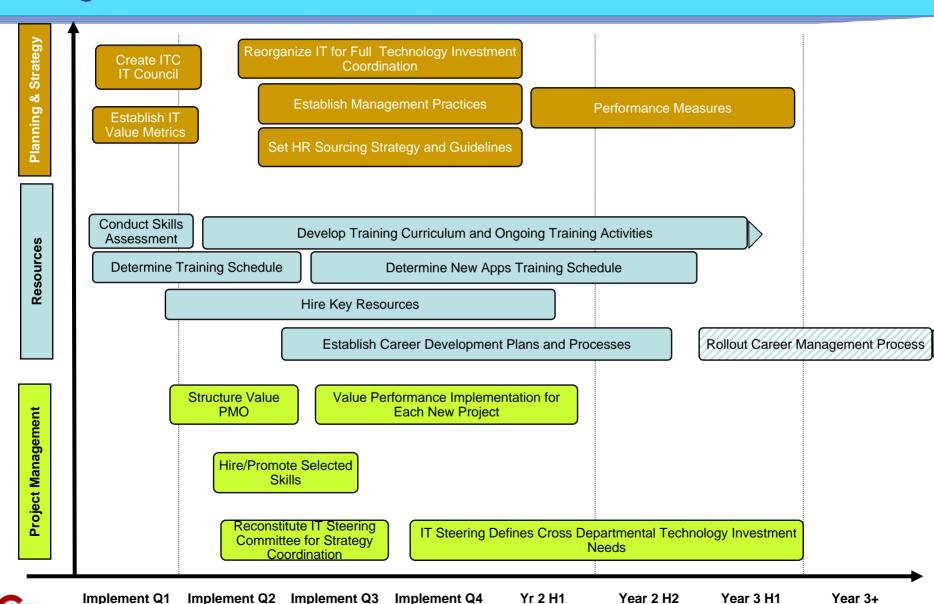
Governance Kickoff12.07.04

Management

Competency

Sourcing

Organization Transition Plan- Overview





Technology Transition Plan- Overview

Develop Architecture Select IT Develop **Business Case** Architecture Strategy Architecture Readiness Reviews Strategy **Architecture Board** Charter **Defined Domains Enterprise Standards Definitions** Refine Business Case Storage Domains Review and Investment Portfolios Application **Application Application Application** Portfolio Development Selection Process **Investment Cases** Inventory Rate & Product Continuing Benchmarking of Rates and Product Development **Operations** Catalogue **Develop Business** Ongoing Business Case Reviews for Investment Initiatives Case Format **Procurement Processes** Develop e-Procurement e-Procurement and Partner Procurement Strategy To Match Vendor Management **Programs & Vendors Develop Standard** Performance Scorecard Measurements Performance Scorecard And Improvement plans Define PC Lifecycle Deploy additional e-infrastructure Deploy PC Standards and Consolidated Procurement Standards Infrastructure **Define Data Center Physical Data Center** ifecycle Rollout and Manageme Consolidation Strategy Consolidation **Define Network NOC** Center and Deploy Standard PCs/Network services/Mobile Devices/RF tech **Management Tools** Strategy Consolidate Implement Enterprise Wide Network Management from ICN **Networks Implement Q1 Implement Q2** Implement Q3 Implement Q4 Year 3 H1 Yr 2 H1 Year 2 H2 Year 3+



Mission Statement



Mission Statement

Mission Statement -

We supply	(what?)
To	(whom, customers. stakeholders?)
That	(results in what contribution?)

Is it believable?

Is it unique?

Is it defensible?



Sample Mission Statement

Technology Implementation & Migration

The Technology Governance Implementation & Migration team will provide a design, and an implementation plan for the establishment of the Technology Governance Board for approval by the Governor.

The implementation plan will enable development of a Technology Governance Board, and key processes that will evaluate and prioritize statewide IT spending and project requests.



Team Revised Mission Statement (revised from Coeur Group notes)

Technology Implementation & Migration

The Technology Governance Implementation & Migration team will provide a design, and an implementation plan for the establishment of the Technology Governance Board for approval by the Governor.

The implementation plan will enable development of a Technology Governance Board that will establish and administer key processes that will evaluate and prioritize statewide IT spending and project requests.



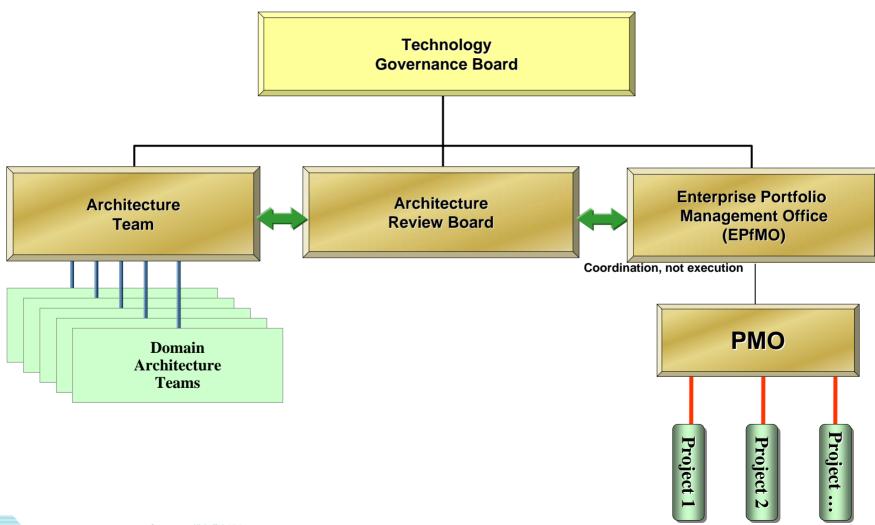
Break 10 Minutes



Key Activities for Development of A Technology Governance Board Roadmap



Enterprise Governance Model & Key Relationships





Activities, Strengths and Weaknesses

Develop a team list of key activities which will be required for Implementation

Key Activities:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.



Key Activities

- Who is on the Board?
- What is their authority level?
- What are the policies & procedures for how the Board operates?
- How to make sure that project evaluation happens efficiently?
- Define the attributes of the Board members.
- What legal changes need to take place?



- Who is on the Board?
- Determine the size of the Board, number of members.
- Determine composition of the Board, the attributes of the members. Consider members from both inside and outside of State government.
- Define the term of the members.
- Develop a selection process for Board members.
- Identify/confirm the Board's Chairperson
- Define the attributes of the Board members.
- [this topic is incorporated into topic #1]



- What is the Board's authority level?
- Identify the scope of authority for the Board
 - document the decisions that have already been made as to the groups governed by the Board
 - propose remaining decisions to be made
- Determine whether the Board's decisions are "final" or "recommended", and provide a proposal to this effect for the Governor to approve.



- What are the policies & procedures for how the Board operates?
- Determine the level of interaction/alignment with the agency budget process.
- Develop an appeals process for decisions made by the Governance Board.



- Project evaluation ("How to make sure that project evaluation happens efficiently?)
- Develop performance-based metrics that will measure the project evaluation process.
- Develop transparent processes.



- Statutory requirements ("What legal changes need to take place?")
- Determine any statutory requirements that are required.
- Develop a strategy for interfacing with the Legislature.
- Develop an appeals process for decisions made by the Governance Board.



Team Deliverables by January 11, 2005

- Conduct workshops
 - Tuesday December 7 launch project, including:
 - Understand recommendation, Select team chair, Write team mission, Identify key activities required to implement the recommendation
 - Tuesday December 14 "flesh out" activities, considering:
 - Categorization of key activities
 - Risk, impediments, event horizon, culture, implementation cost, etc.
 - Monday December 20 draft presentation package
 - Monday January 10 complete presentation package
- Develop key activities plan and framework for recommendations
- Create a presentation package for Governor Vilsack describing the recommended course of action



Next Steps

